A Workforce Strategy For Alberta's
Non-Profit and Voluntary Sector

Building and Educating
Tomorrow's Workforce
Alberta's 10 Year Strategy

A Workforce Strategy for Alberta's Non-profit and Voluntary Sector was developed by stakeholders from the non-profit/voluntary sector in collaboration with the Government of Alberta. Representatives from the non-profit/voluntary sector were involved in a series of meetings in 2007 and the feedback from those sessions formed this strategy. This document reflects input from those meetings as well as feedback received on the draft strategy. The Calgary Chamber of Voluntary Organizations (CCVO) and the Edmonton Chamber of Voluntary Organizations (ECVO) led and facilitated this process. Volunteer Alberta and the Human Resources Council for the Voluntary/Non-profit Sector also provided significant assistance and support in the development of the workforce strategy.

The following organizations contributed to the development of this workforce strategy:

- ABC Headstart
- Accredited Supports to the Community
- Alberta Association of Services for Children and Families
- Alberta College of Social Workers
- Alberta Council of Disability Services
- Alberta Network of Immigrant Women
- Alberta Museums Association
- Alberta Seniors and Community Supports
- Bethany Care Society
- Boys and Girls Clubs of Alberta
- Boys and Girls Clubs of Calgary
- Calgary and Area Child and Family Services Authority
- Calgary Chamber of Voluntary Organizations
- Calgary Homeless Foundation
- Calgary Inter-Faith Food Bank
- Calgary Learning Centre
- Calgary Philharmonic Orchestra
- Calgary SCOPE Society
- Calgary Stampede
- Canadian Mental Health Association, Alberta Division
- Catherine C. Cole & Associates (Heritage consultants)
- Central Alberta AIDS Network Society
- Central Alberta Diversity Association
- Central Alberta Immigrant Women's Association
- Central Alberta Women's Outreach Society
- Cerebral Palsy Association in Alberta
- Chinook Edge School Division
- City of Calgary
- Community Information and Referral Society
- Cross Cancer Institute
- E4C
- Edmonton Chamber of Voluntary Organizations
- Edmonton Mennonite Centre for Newcomers
- Elizabeth Fry Society of Calgary
- Family & Community Support Services
- Family School Wellness, Chinook's Edge School Div. 73
- Family Services of Central Alberta

- Gateway Association for Community Living
- Golden Circle Senior Residential Centre
- Human Resources Council for the Voluntary/Non-profit Sector
- John Howard Society
- Kids Help Phone
- Mountain Standard Time Festival
- NeighbourLink Parkland
- Private Career Development Contractors
- Public Interest Alberta
- Red Deer Cultural Heritage Society
- Red Deer Symphony Orchestra Association
- Robin Hood Society
- Society for Assisted Cooperative Recovery from Eating Disorders
- The Calgary Foundation
- The Muttart Foundation
- The Support Network
- Transitions Rehabilitation Association of St. Albert and District
- United Way of Calgary and Area
- United Way of the Alberta Capital Region
- University of Calgary
- Vibrant Communities Calgary
- Vocational & Rehabilitation Research Institute
- Volunteer Alberta
- Volunteer Edmonton
- YMCA of Edmonton
- Youth and Volunteer Centre

Thank you also to the many other organizations and individuals who provided valuable input through websites, e-mails, letters and conversations.

Alberta is a leader in economic growth in Canada and the world. However, Alberta is faced with labour and skill shortages which, if not addressed, will limit our province's continued economic growth, prosperity and quality of life.

Building and Educating Tomorrow's Workforce (BETW) is Alberta's 10-year labour force development strategy. This strategy identifies 17 government-led priority actions to ensure Alberta has more workers, better-trained people and innovative workplaces. These government actions address labour force issues across several industry sectors.

Meeting Alberta's labour force challenges over the next decade requires the participation and involvement of all stakeholders. Stakeholders include industry, labour groups, professional organizations, volunteer and community agencies, education and training providers, Aboriginal groups and where appropriate, other levels of government. Each stakeholder has an important role to play. Strong collaboration and partnerships between government and various stakeholders are key to the successful implementation of this strategy.

Sector-Specific Workforce Strategies

While there are many common labour force pressures across industry sectors in Alberta, some sectors are feeling certain pressures more acutely than others. Actions are needed to address the unique labour force issues and challenges of each industry sector.

Industry stakeholders are working with the Alberta government to develop sector-specific workforce development strategies. The non-profit sector is committed to playing a lead role in building and educating their workforce over the next 10 years. *A Workforce Strategy for Alberta's Non-profit and Voluntary Sector* provides sector associations and individual employers with a framework of sector-led actions to build the labour force needed to support continued growth over the long term. As circumstances and priorities shift, it can be expected that the sector will revisit this strategy to ensure its relevancy.

The non-profit sector will lead the implementation of strategy actions. High levels of co-operation and collaboration within Alberta's non-profit sector are required for successful implementation of the workforce strategy. Creative solutions and a synergistic approach to implementing initiatives work best when stakeholders come together to work in partnership. Therefore government is helping to bring stakeholders together, including those from other sectors, to work on common actions and initiatives.

Albertans are the long-term beneficiaries of this important collaboration to build Alberta's workforce over the next decade.

PROFILE OF ALBERTA'S NON-PROFIT/VOLUNTARY SECTOR

Sector Definition

Canada's Voluntary Sector Initiative defines the non-profit/voluntary sector as: "self-governing organizations that exist to serve the public benefit, generate social capital but do not distribute private profit to members, depend to a meaningful degree on volunteers, involve participation on a voluntary basis, and are independent or institutionally distinct from the formal structures of government and the profit sector."[1]

It should be noted that the non-profit/voluntary sector has only recently become regarded as a sector.[2] Organizations within the sector are defined as organized; independent (institutionally separate from the government, even though they may receive support from government sources); not profit-distributing (they are not primarily commercial in purpose and do not distribute profits to a set of directors, stockholders or managers); self-governing (are fundamentally in control of their own affairs); and voluntary (membership or participation is neither compulsory nor coerced).

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[1] *An Accord Between the Government of Canada and the Voluntary Sector*, Voluntary Sector Forum, 2001

[2] *Funding Matters: the Impact of Canada's New Funding Regime on Nonprofit and Voluntary Organizations, Summary Report*, Katherine Scott, 2003

The sector is incredibly diverse and includes registered charities, incorporated non-profit organizations and groups that are neither registered nor incorporated. Employees can range from one to hundreds, but more than half of the organizations in the sector have no paid staff and are fully dependent on volunteers.[1]

Non-profit organizations operate in a wide range of areas. The International Classification for Non-profit Organizations (ICNPO) divides the sector into the following categories: culture and recreation; education and research; health; social services; environment; development housing; law, advocacy and politics; philanthropic intermediaries and voluntarism promotion; international; religion; business and professional associations, unions; and not elsewhere classified.[2] Quasi non-governmental organizations (quangos) are hospitals, universities and colleges. While they are non-profit, they are located in the "quasi-public sector."[3] Quangos fall beyond the scope of this strategy and will not be included in the definition of the sector.

Importance to the Provincial Economy

Statistics Canada has begun measuring the contribution of the voluntary sector to Canada's Gross Domestic Product (GDP). In 2000, the non-profit sector's share of GDP was higher than either the agriculture or motor vehicle manufacturing industries and equivalent to the Canadian accommodation and food services industry. In 2001, the non-profit sector's GDP amounted to $25.4 billion, 2.5 per cent of the overall Canadian economy. If volunteer hours are added, the sector's share of the overall Canadian economy in 2000 jumped from 2.3 per cent to 3.5 per cent.[4] While detailed economic data on the sector is not available for Alberta, we know that Alberta's non-profit sector generated total revenue of $9 billion in 2003.[5]

While putting a dollar figure on the non-profit sector creates a clearer understanding of its impact on both the provincial and national economy, the sector's significance measures far beyond its dollar value. Non-profits also provide the social capital, services and infrastructure essential to maintaining a sustainable and prosperous economic environment for all sectors. The benefits provided for individual Albertans and broader society are often incalculable.

Alberta has seen and continues to see growth in the number of non-profit organizations. The first half of the 1990s accounted for the majority of growth in registered charities as the government changed its approach to services. Social service agencies were created to address Albertans' needs and these agencies accounted for approximately half the growth in the sector.[6] Growth continues to occur in response to an aging population; population shift to cities; changing public attitudes; advances in knowledge; new family structures; urban aboriginal population growth; immigration patterns; and changing government roles.

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[1] *Taking Stock: Examining the Financing of Nonprofit Community Organizations in Calgary*, Lynn Eakin, Matthew Kealey and Katherine van Kooy, 2006

[2] *Satellite Account of Nonprofit Institutions and Volunteering*, Statistics Canada, 2004

[3] *Understanding the nonprofit/voluntary sector: a guide for community-engaged learning*, Community Service-Learning, University of Alberta, 2007

[4] *Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations*, Statistics Canada, 2004

[5] *The Nonprofit and Voluntary Sector in Alberta: Regional Highlights from the National Survey of Nonprofit and Voluntary Organizations*, Robert Roach, 2006

[6] *Proliferation of Charities*, United Way of Calgary and Area, 2006

The social importance of the non-profit sector will become even more evident as Alberta's economy continues to boom and other industries attract new workers to the province. For example, as part of their workforce strategies, the energy, manufacturing, retail, and tourism and hospitality industries have all noted the need for social services such as immigrant settlement services, English as a Second Language support, parental and child care programs, and creating welcoming communities as a means to attract and retain the workers they need. Supports for these workers will come largely from the non-profit sector. If Alberta's communities lack the artistic, cultural, recreational, sport and social infrastructure that make this province a vibrant place for workers and their families to live, then other sectors of the Alberta economy will be unable to attract people to their workplaces.

Alberta's non-profit sector is a major employer. Its more than 19,000 non-profits, charities and community-based organizations employed over 105,000 staff in 2003. A volunteer complement of 2.5 million people donated 449 million hours of time. Alberta has the highest per capita number of non-profits in the country.[7]

More than half (58 per cent) of all non-profit and voluntary organizations in Alberta have no paid personnel.[8] The majority of organizations with paid staff employ one to four people. Sixty-four per cent of paid staff work for organizations with annual revenue of $1 million or more. These large non-profits account for just over five per cent of organizations in the sector.[9]

Fifty-seven per cent of employees are full-time and 43 per cent are part time; 45 per cent are in non-permanent positions and 55 per cent are in permanent positions.[10] Many positions are contracted. Overtime is common and not all workers are fully compensated for their extra hours. The lack of job security, work overload and lack of proper compensation contribute to attraction and retention issues in the non-profit sector.

Overall, the non-profit workforce is predominately female – about three quarters of paid staff are women.[11] In 1999, 26 per cent of employees in the non-profit sector in Canada were under the age of 35 compared to 37 per cent in the for-profit sector.[12]

Occupations in this sector are wide-ranging with varying education and skill requirements, although the workforce is generally well educated. In 1999, 58 per cent of workers employed in non-profit workplaces had completed a post-secondary certificate, diploma or university degree.[13]

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[7] *Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations,* Statistics Canada, 2004
[8] *Proliferation of Charities, United Way of Calgary and Area,* 2006
[9] *Human Resources Issues for Alberta's Nonprofits,* Calgary Chamber of Voluntary Organizations, 2006
[10] Ibid
[11] *The Nonprofit and Voluntary Sector in Alberta: Regional Highlights from the National Survey of Nonprofit and Voluntary Organizations,* Robert Roach, 2006
[12] *Human Resources Issues for Alberta's Nonprofits,* Calgary Chamber of Voluntary Organizations, 2006
[13] *Skills and Training in the Non-Profit Sector,* Kathryn McMullen and Grant Schellenberg, Canadian Policy Research Networks, 2003
[14] *Facts for a Solid Foundation,* The Vocational & Rehabilitation Research Institute for Workforce 2010, 2003

Salaries are influenced by a number of factors including the size of the organization; rural-urban locale; constituency served; and services offered. Salaries and benefits for workers in the non-profit sector lag behind those for both government and private sector employees in similar occupations.[17] In 1999, a national study found managers, professionals and those with technical/trades occupations in the non-profit sector ranked in the bottom one-third for earning distributions when compared to their for-profit counterparts.[18]

Outlook

With the economic boom that Alberta is experiencing, the demand for services from the non-profit sector will increase. The energy sector noted in its workforce strategy the need to partner with others to "provide improved support programs and networks for integrating new immigrants" who will be brought in to address the labour shortage. In its workforce strategy, the tourism and hospitality industry noted the need for more affordable housing. Both industries refer to services provided by the non-profit sector.

So while the non-profit sector will be called upon for more support, it will find itself in strong competition to hire and retain staff in order to deliver these services. If qualified staff cannot be recruited then services could be curtailed; services could be discontinued; or unqualified staff could be hired. Unqualified staff would lead to greater risks not only for the non-profit sector but also for clients of the services.

The sector will also face high turnover in leadership positions. Thirty-six per cent of executive directors anticipate leaving within the next two years and 82 per cent expect to leave within the next five years. This suggests that every day for the next two years, four executive directors in Alberta will leave their organizations.[19]

With government and industry able to offer higher compensation, better opportunities for advancement and other benefits, the non-profit sector will have to examine how it can partner with other industries to provide services. The sector will also have to look at other service delivery models in order to provide services with fewer qualified employees and volunteers.

The non-profit sector will also have to examine its complex relationship with governments. The sector is unique in how it is funded, receiving 30 per cent of its operating dollars from the provincial and federal governments.[20] The terms and conditions of this funding have a substantial impact on the salaries and benefits offered in the sector. Further developing government relationships will be necessary for the sector to maintain a viable workforce and operate effectively.

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[17] *Funding Matters: the Impact of Canada's New Funding Regime on Nonprofit and Voluntary Organizations*, Summary Report, Katherine Scott, 2003

[18] *Skills and Training in the Non-Profit Sector*, Kathryn McMullen and Grant Schellenberg, Canadian Policy Research Networks, 2003

[19] *Addressing the Leadership Challenge: Non-Profit Executive Directors' Views on Tenure and Transition in Alberta*, Peter T. Boland, Carlo Jensen and Bruce Meyers, 2005

[20] *Canada's Nonprofit and Voluntary Sector, Presentation to Vitalize*, Michael Hall, 2007

CHALLENGES AND ISSUES

Alberta's non-profit sector is facing a number of significant challenges. While none of these challenges are new, they have become more pressing as the Alberta economy continues to grow and puts new strain on an already burdened sector. These include:

- **Dependency on external agencies for operational and project funding.** Presently, non-profits in Alberta receive nearly 50 per cent of their funding from outside sources, which includes government, corporations and private donations. Funding from the government (which accounts for approximately one-third of funding in the non-profit sector)[7] is often short term and project-specific and often does not contribute to the administrative costs of running the organization. The balance of funding comes from goods and services fees, which cannot be increased substantially as the majority of clientele served by non-profit organizations cannot afford such increases.

  This dependency on external short-term funding limits the non-profit sector's ability to implement long-term organizational planning and contributes to many of the human resource challenges listed here. Also, valuable staff time ends up being devoted to the constant search for renewed and supplemental funding and meeting reporting requirements.

- **Increasing demand and expectations for client services.** As the demand for services increase and the provincial government continues to turn over responsibility to the non-profit sector, funding is not reflecting those additional responsibilities. Organizations are struggling to offer more services without a matching increase in dollars to hire the necessary staff.

- **Increasing competition for workers in the province.** The non-profit sector must compete with the public sector and industry for entry-level and front line positions as well as qualified applicants. The non-profit sector is at a distinct disadvantage in attracting and retaining employees because of its inability to offer competitive pay, job security, favourable working conditions and personal development opportunities. As a result of this intense competition, non-profits have been unable to recruit qualified staff and are cutting back on services offered.

- **Stressful working conditions.** As a result of worker shortages and increased demands on services, non-profit staff have been working an increasing amount of overtime. Overtime is particularly high for supervisory and senior agency staff and compensation does not fully reflect this. Executive directors and managers have little time and opportunity for training in supervisory, management and conflict resolution skills, leading to staff dissatisfaction and turnover.

  Adding to stressful working conditions is the multiple number of roles staff often need to fill. Burnout and fatigue result in decreased staff morale, higher turnover as well as lower quality of service for clients.

[7] *Canada's Nonprofit and Voluntary Sector, Presentation to Vitalize*, Michael Hall, 2007

- **Low job security and high turnover in entry-level positions.** Entry-level positions are usually contractual or part-time because of the nature of project funding in the sector (positions must be re-tendered and funding is normally approved on an annual basis). The lack of job security makes it difficult to attract and retain people in the sector.

  Young employees often see the non-profit sector as a stepping stone to a career in other sectors. Once they gain experience in the non-profit sector, young employees move on to jobs in the public sector and industries which can offer better job security, pay, benefits and opportunities for advancement. The high turnover results in lost time, money and effort in training young employees who do not remain within the non-profit sector.

- **Lack of staff training opportunities.** Training and development opportunities for employees are an important attraction and retention tool, yet opportunities in the non-profit sector remain infrequent. The project-specific and short-term nature of funding makes it difficult to develop a training budget and long-term training plans. Furthermore, short-staffed organizations find it difficult to free up their limited staff time for training. This is a particular problem at the middle management level, which is unable to receive training to prepare them for roles as leaders of their organizations.

- **Aging workforce at the senior and middle management levels.** With a large number of leaders nearing retirement age and a lack of staff in middle management positions, many non-profit organizations are unprepared for the leadership turnovers that are expected to come in the next five years. The nature of funding has made it difficult to attract and retain staff in middle management positions, leaving a significant gap for smooth organizational transition. Many boards have not tackled the issue of succession as there is confusion as to whose responsibility it is to groom new executive directors.

- **Greater competition between an increasing number of organizations.** As the needs of Alberta's growing population increase, the number of organizations in the non-profit sector will continue to grow to meet the rising demand. More organizations within the sector will be competing for a limited pool of qualified employees, volunteers and funding. Furthermore, greater competition within the sector itself makes collaboration among non-profit organizations increasingly difficult.

- **Difficulty recruiting volunteers in economic boom.** Understanding that volunteers cannot replace a highly-qualified, stable and paid workforce, volunteers are nonetheless an important resource for many non-profit organizations. More than half of Alberta's non-profits depend entirely on volunteers to deliver services. Organizations that have paid staff have at least a volunteer board of directors, but the majority of organizations have volunteers who help deliver services as well as fundraise. Yet the pool of volunteers is shrinking as people choose to enter or re-enter the labour force to take advantage of high wages; work overtime to compensate for lack of staff or to make more money; or take second jobs to pay for rising living costs. Those who volunteer the most in Alberta (those between the ages of 15-24 and 35-44)[22] are most likely to be impacted by new career opportunities provided by a booming economy.

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[22] *Caring Canadians, Involved Canadians: Highlights from the 2004 Canada Survey of Giving, Volunteering and Participating.* Michael Hall, David Lasby, Glenn Gumulka and Catherine Tryon, 2006.

- **Lack of understanding of the sector.** The diversity and complexity of the non-profit sector make it difficult for government, industries and the general public to identify the extent of community impact by the non-profit sector. Many people are unaware of the revenue the sector contributes to the province, that the sector consists both of paid staff and volunteers, and that the sector may be a viable career choice. Many people also do not understand that programs that they, their family, their friends and their neighbours take advantage of are delivered through the non-profit sector and each year face the same struggle of garnering enough funding to remain operational.

- **Difficulty in coordinating provincial action.** Unlike other industries, the non-profit sector does not have a provincial umbrella organization. Without such an organization, it is difficult to share information and coordinate action between sub-sectors and across the province. There are opportunities for greater collaboration among non-profit organizations to address common human resource and funding issues faced by the sector as a whole.

The non-profit sector has displayed a willingness to address these challenges and to take the lead in developing sector-wide solutions. The priority actions listed below provide a framework for addressing the key labour force challenges and pressures facing the non-profit sector. A number of organizations within the non-profit sector have indicated their willingness to contribute to activities or projects which address one or more of the priority actions.

These initiatives provide a basis for education and continued dialogue. However, in order to fully address the challenges and issues facing the sector, coordinating mechanisms must be developed. Critical to the implementation of these strategies are structures and systems that respond to challenges faced by the non-profit sector.

The contributing organizations that anticipate undertaking activities in support of specific priority actions include:

Alberta Council of Disability Services (ACDS)

Alberta College of Social Workers (ACSW)

Alberta Museums Association

Bethany Care Society (BCS)

Boys and Girls Clubs of Alberta (BGCA)

Boys and Girls Clubs of Calgary (BGCC)

Calgary Chamber of Voluntary Organizations (CCVO)

Calgary Homeless Foundation (CHF)

Calgary Inter-Faith Food Bank

Calgary Learning Centre (CLC)

Calgary Philharmonic Orchestra (CPO)

Calgary Stampede

Canadian Mental Health Association, Alberta Division (CMHA)

Cerebral Palsy Association in Alberta (CPAA)

E4C

Edmonton Chamber of Voluntary Organizations (ECVO)

Elizabeth Fry Society of Calgary (EFSC)

Family & Community Support Services (FCSS)

Family Services of Central Alberta (FSCA)

John Howard Society (JHS)

Kids Help Phone (KHP)

Private Career Development Contractors (PCDC)

United Way of Calgary and Area (UWCA)

Vibrant Communities Calgary (Vibrant Communities)

Vocational & Rehabilitation Research Institute (VRRI)

Volunteer Alberta

INFORM

Information sharing will play a vital role in addressing labour force pressures in Alberta's non-profit sector. The inform theme focuses on increased access to information to support informed decision-making on the part of employers, workers, youth entering the workforce and individuals considering employment in this sector.

1.1 Develop a strategy to educate all levels of government about:

- the importance of the sector to the quality of life in the community;
- the importance of the sector to the economy of the province; and
- the challenges the sector faces with the labour force shortfall.

1.2 Advocate to governments for:

- the need for departments to establish common policies, procedures, and a standard format for granting and funding proposals; and
- a partnership to gather updated data relating to all aspects of the non-profit sector (i.e. comprehensive salary data, benefit coverage, employment statistics).

1.3 Develop a communication strategy to educate the public on the importance and nature of the work in the sector:

- the importance of the sector to the quality of life in the community;
- the importance of the sector to the economy of the province;
- emphasize the benefits of working in the sector;
- promote the sector as an employer of choice; and
- target under-represented groups such as young people, immigrants, the semi-retired and men.

1.4 Educate businesses and industry about the importance of the sector to the economy and quality of life in the community.

1.5 Work with post-secondary institutions to:

- seek opportunities to make presentations at colleges and universities about careers in the non-profit sector; and
- ensure the non-profit sector is included in job fairs, etc.

1.6 Work with secondary schools to:

- promote student placements in non-profit organizations; and
- inform students of the non-profit sector as a career choice.

1.7 Inform employers in the non-profit sector about resources that are available, actions that are being taken within the sector and good management practice tools for employers (i.e. sector symposia, forums, conferences, website links and studies).

ATTRACT

This theme relates to attracting workers to the non-profit sector from Alberta, as well as from outside Alberta and Canada.

2.1 Provide expertise to support local, regional and provincial marketing campaigns that would include:

- making candidates aware of the advantages of working in the sector and having meaningful work; and
- promoting the opportunity for flexible work hours and flexible working arrangements.

2.2 Improve the ability of employers to promote and advertise employment opportunities and for job seekers to be able to learn about and apply for available jobs.

2.3 Assemble and distribute good management practice tools to help non-profit sector employers attract workers.

2.4 Promote the non-profit sector as an employer of choice to return-to-work or career change programs that look to place and support employees moving from different sectors of employment.

2.5 Partner with industry sectors (i.e. oil and gas, construction, manufacturing, retail) on recruitment campaigns for attracting workers to Alberta. Promote opportunities for other family members to earn supplemental income or start careers in the non-profit sector.

DEVELOP A HIGH PERFORMANCE WORKFORCE

The develop theme has two components. The first focuses on building Alberta's non-profit sector through education and training.

3.1 Increase collaboration between the non-profit sector and educational institutions to meet the current and emerging needs of the sector by:

- developing educational and workplace-based training programs;
- developing professional certification and accreditation specific to non-profit roles; and
- promoting co-op work terms in the non-profit sector.

3.2 Foster development and strengthen human resource management practices by:

- creating forums for sharing human resource ideas and best practices;
- supporting initiatives that can assist non-profit organizations in assessing the effectiveness of their human resource practices and take the necessary steps to address deficiencies; and
- facilitating supervisory and management workshops.

3.3 Work with government and business on strategies to promote the sharing of personnel, resources, and training and professional development (i.e. mentorship programs, paid internships and secondments) with the non-profit sector.

3.4 Advocate with government and business for the availability of scholarships, bursaries and ongoing funding to support board, staff and volunteer training and development.

DEVELOP A HIGH PERFORMANCE WORK ENVIRONMENT

The second component focuses on the work environment and includes improving workplaces and work arrangements, increasing capital investment and technology adoption, and improving business processes.

3.5 Assess the present service delivery models and adapt them to reflect the changing economic, political and social environment.

CCVO, EAC, VRRI

3.6 Develop a model to deliver a coordinated effort throughout the province for implementing the workforce strategy.

ACDS, CCVO, ECVO, JHS

3.7 Research, identify and promote potential opportunities for career mobility across organizations within the sector (i.e. portable benefits, employee sharing consortia).

ACDS, KHP

3.8 Advocate with government and other funders for funding levels that:

- allow for fair compensation (through both wages and benefits) of employees in the non-profit sector;
- allow for long-term planning and job security; and
- support organizational sustainability.

ACDS, CMHA, EFSC, FCSS, FSCA, JHS, PCDC, UWCA, Vibrant Communities

3.9 Promote the application of strategic organizational planning to make non-profits sustainable.

VRRI

3.10 Develop and implement comprehensive volunteer management practices, including board recruitment and training.

Calgary Stampede, FSCA, KHP, VRRI, Volunteer Alberta

3.11 Advocate industry to increase and strengthen corporate employee volunteer programs.

3.12 Facilitate the development of local or regional resource networks that would enable non-profits to share the cost and use of human resources or centralized services.

RETAIN

The retain theme relates to enhancing the attractiveness of working in Alberta's non-profit sector so that workers – including mature workers, immigrants, Aboriginals and those who may experience difficulty maintaining employment – remain engaged in the sector.

4.1 Identify and encourage the application of effective strategies to help employers improve the retention of youth and middle-management positions.

4.2 Identify, develop and distribute effective practices and tools to help employers retain a diverse labour force.

4.3 Develop a guide of resources and best management practices that will enhance the ability of employers to retain those working within the sector.

4.4 Work with other industry sectors to provide the necessary supports for new workers to the province and to advocate for funding from these industry sectors to deliver these services.

MOVING FORWARD

A Workforce Strategy for Alberta's Non-profit and Voluntary Sector is a means to frame discussion within the sector and with partners outside the sector to provide direction for action, enhance existing initiatives, coordinate activities and avoid duplication of efforts in the sector. It includes new initiatives as well as sections that complement and enhance existing projects and actions already underway. The non-profit sector will lead the implementation of the workforce strategy. Some challenges that will be faced:

- coordinating efforts on a provincial, regional and local basis;
- engaging sector members and other stakeholders and securing their commitments to collaborate in moving forward with specific actions;
- assigning priorities to actions;
- meeting the diverse needs of sector members when non-profit organizations vary greatly in size, scope, location, employee base and organizational structure;
- clearly communicating the value and needs of the non-profit sector to various levels of government;
- identifying gaps in action steps;
- ensuring sustainability of the non-profit sector; and
- keeping the momentum going on the implementation of strategy actions over the next decade.

Strategy actions will need to balance the immediate needs of the non-profit sector labour force with long-term issues. The sector and government will work together to monitor success of this strategy over the next 10 years. By working together, the non-profit sector and government can ensure that Alberta is not only a prosperous province, but a province with a high standard of living. The non-profit sector is committed to meeting the needs of today's Albertans and future Albertans.

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